

**Remarks as delivered  
ADM Gary Roughead  
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Thank you very much and it's great to be back up with the group and Jake got everyone back from lunch so that's a good sign.

It is a pleasure to be here this afternoon, particularly at this forum because it really is such an eclectic audience, and I say that in a very positive sense. One hundred and twenty international students are with us, government officials and private citizens who have come, and active and retired officers are here, and of course the 500 students of the Naval War College, and my hat is off to them, because they are within two days of graduation, but to sit through the forum and remain engaged...I am sure there are other things on their minds.

I'd like to thank the War College, for putting on again, yet another spectacular event that, because of the stature of the War College is able to draw a group like that which is assembled here over the next couple of days. And I think that is in no small part due to, clearly the faculty and staff, but also I give great credit to the president of the War College. Jake Shuford has been a good friend, but his work here has been absolutely extraordinary as he has reshaped the college, as he has refocused the college, and the vast programs that he oversees in ways that are relevant to the world in which we live today, and particularly the Navy in which we serve today...and so Jake, thank you for your leadership and thank you faculty and staff for all that you do.

What our Navy is doing today, is what we said we would do last October when we unveiled the Maritime Strategy here on this stage. And one of the commitments that we made was that it would not be a slick pamphlet that would sit on coffee tables around the world. And we have followed up on that. We are out and about. We are operating in all corners of the world, operating with our partners across the spectrum of operations...There have been Canadians in American Strike Groups, Americans in British Strike Groups, Bahrainis in charge of a Combined Task Force, Task Force 152 in the Arabian Gulf...we have been projecting power from the Gulf, we have been a stabilizing influence in the Eastern Mediterranean, we have been patrolling the waters off the Horn of Africa, and we have been delivering humanitarian relief and disaster assistance in the Pacific.

But you may ask, as this forum suggests, so what does that have to say about prevention? How are naval forces and the maritime strategy preventing conflict? The first rule of prevention is strength. Strength comes from the first four capabilities that we articulated in the maritime strategy last fall, and that's forward presence, deterrence, sea control and power projection. It comes from our Aircraft carriers and our aircraft, it comes from our combatants and submarines. It comes from our Sailors, from our Marines, from our Coast Guardsmen and our international partners.

Examples of that ...the LINCOLN aircraft carrier that is projecting power through its aircraft day and night in the Gulf, with no need to secure a base or an airfield to remain off station for a long term presence. It is in the form of its airwing, Carrier Air Wing 2, which when you combine that with our fixed aviation ashore and the United States Marine Corps aviation is providing 51% of the coalition fixed wing aircraft in Iraq. It's in the form of USS LAKE ERIE that destroyed a failing satellite a few months ago and just two weeks ago in a very realistic test destroyed a re-entering ballistic missile in its terminal phase. Our strength is also embodied in our Sailors of our Riverine Force, specifically in Riverine Squadron 3. They are patrolling the Euphrates River in Iraq. It's in the form of our Explosive Ordnance Disposal technicians who are guiding Soldiers through minefields. Our medical Corpsmen who are deployed with our ground forces. And it's in

the form of our Marines who are operating and dominating on the ground.

But all of our capabilities are made much more powerful by the partnerships in which we are engaged...partnerships with the French, who have landed the first Rafale fighters on the deck of an American aircraft carrier just a few, short weeks ago...partnerships with my counterpart ADM Mansoori from Bahrain, who was the first leader of an Arab country to ever lead a maritime coalition task force in history...partnership with his relief, a Royal Navy flag officer, Commodore Peter Hudson, who is taking leadership of Task Force 152...it is our partnership with the Canadians and the Spaniards who participated with the Theodore Roosevelt Strike Group.

The power of our ships and aircraft is in the hands of our Sailors and Marines, when coupled with our partners, who are on the front line winning peace and deterring conflict and they are also the first force that we can turn to, to return peace after conflict. But we realize that prevention of conflict and the maintenance of peace go beyond traditional strength. We must be able to operate across a range of environments and circumstances, which is why in our Maritime Strategy we expand our capabilities to include Maritime Security and Humanitarian Assistance/Disaster Response.

While a carrier strike group can deter a government or terrorist group from disrupting our national security or prosperity by virtue of its deterrent strength, we also recognize that we can affect stability and peace by reaching out with a helping hand. We are now working with our partners and allies to address the roots of conflict – from economic instability, to illegal trafficking, to refugee movements, to environmental disasters, and endemic diseases.

Our friends the Singaporeans, Indonesians and Malaysians in their MALSINDO initiative are securing the Strait of Malacca against pirates, we are joining with Pacific nations to halt the proliferation of weapons of mass destruction on the seas, our ships in the Caribbean are regularly hauling in tons of cocaine whose revenue support international crime and whose devastating effects can be seen on the streets of American cities, and we are working with coastal African nations to stop the nearly \$1B in losses due to illegal fishing. But as I said before, addressing the roots of conflict also involves the delivery of humanitarian assistance and disaster response and when that need arises, we are also there with our partners to respond.

It was the international maritime community that was the first to respond to the 2004 Tsunami in South Asia. I can distinctly remember receiving the first phone call in my command center in Honolulu when they said, “there has just been an earthquake off the coast of Indonesia. We’re not quite sure what it will involve, but we’ll keep you posted.” Within hours we had surged the LINCOLN from her port visit in Hong Kong, directed the BONHOMME RICHARD Expeditionary Strike Group to stop in Guam as they went by and buy out the Home Depot, and within 6 days were launching relief missions simultaneously in Indonesia, Sri Lanka, and Thailand in cooperation with 21 other nations and countless NGOs.

That naval forces were the first to respond to the Tsunami disaster was no fluke or surprise. Naval forces, and for us I mean our Navy-Marine Corps Team with the Coast Guard, have a few advantages when it comes to international operations today, and they are unique advantages that will only grow in the emerging strategic environment. What naval forces provide is strength like none other. Just one carrier strike group in the Gulf today is able to launch strikes in support of ground forces in Iraq, it is able to monitor and protect the Strait of and it is able to secure the Gulf for legal trade that will support Iraq’s building economy. Its many capabilities act as a strong deterrent and it is able to provide sea based ballistic missile defense that is responsive, mobile, and respects the principle of sovereignty. When we need to move something like our Ballistic Missile Defense capabilities to protect against a new threat, we in the Navy only need to order a course and speed. By comparison, to move one Patriot Battery requires 30 C-130 lifts.

And 30 airlifts to what pre-existing location?

With naval forces, you don't have to worry about bases. You do not have to establish a base, you do not have to negotiate for space, you do not have to build extra infrastructure, you do not have to ask permission, and you do not have to infringe on another's nation's sovereignty. Our ability to be present without any permanent infrastructure is an advantage today, and I believe will become increasingly important in the future. It will be a key advantage. And what makes it even more advantageous is that we maintain a constant presence forward. We do not become encamped in one location... we are not a garrisoned force. About 45% of the Fleet is underway today, 40% of the Fleet is forward deployed, 69,500 Sailors are out and about in the world. 15,000 of them are on the ground in the Middle East.

Our presence, our maneuverability, our strength, and our ability to operate across the spectrum of operations in war and peace are what make our naval forces so valuable in the past and what will continue to cause them to add value in the future. Our important work to stem the causes of conflict has gained much attention. Images from the Tsunami relief mission, the Africa Partnership Station, the humanitarian missions of the MERCY and COMFORT, our two hospital ships, and the Navy's response to Hurricane Katrina are compelling and have proven to be enduring. They are attracting young people to our service - young people who want to make a difference in the world - and they are attracting the attention of governmental and non-governmental organizations dedicated to world stability and peace. Our great successes however, have revealed some underlying issues of balance that I want to discuss with you today.

As I have said, partnerships are an integral part of our Maritime Strategy today. From the highest level of warfare to the humanitarian assistance missions, Global Maritime Partnerships are playing a decisive role in keeping the peace. Examples of our partnerships include USS Cole's operations with the UK as part of a maritime task force; the Canadian ship Charlottetown's deployment with our TRUMAN Strike Group; Operation Active Endeavor, where we partnered with our European allies to patrol the Mediterranean after 9-11; the building of a maritime safety security information system (MSSIS) that collects and disseminates information collected by the sensors of many, many nations; and the Africa Partnership Station.

These partnerships have gained so much attention and had such successes that they are now endorsed by the National Security Council and are a US national, not just a Navy, priority.

Take the Africa Partnership Station, for example. We had 11 nations working together to provide 1,770 courses to students from 15 different West African nations on everything from Maritime Law to Command and Control. This was a great success and it is our privilege in the Navy, Marine Corps and Coast Guard to do these missions, an opportunity for the taking among the young officers that are sitting here today.

But with the success of these partnerships and with the emphasis on global maritime partnerships, some ask if we will come to rely too much on partnerships and not enough on our own self-sufficiency?

While others are concerned that we are entering into inequitable relationships where we simply provide.

In the first instance, I can assure you that while our partnerships will greatly enhance international security, every Navy must be confident in its own abilities - that is our responsibility to our nations and our citizens. In the second instance, this has been a longstanding concern in the history of international aid; however, you need only look at our partnerships today to see that it does not apply.

We are keeping a careful eye towards a need for balance. Balance between providing our partners the infrastructure and expertise to improve their facilities and teaching them how to improve their own strength as a naval force. In some cases, we cannot provide one without the other. It would not be helpful to

teach a Sailor about maritime law if they can't get their ships to sea!

It is a difficult balance in both cases: between self-reliance and trust in partnerships and also between providing resources and teaching capability. And it is a healthy debate that we must continue to have as we maintain that balance.

There is another, more debated issue of balance inherent in our maritime strategy and that is the balance between the expanded capabilities: By expanded capabilities I 'm referring to humanitarian assistance, disaster response and Maritime Security, and our traditional warfighting capabilities which are forward presence, deterrence, power projection, and sea control.

The tension is in many ways an academic one: is it better to prevent war through strength and power or incentives and development?

My answer is both but with a strong caution that without strength and power, incentives and development may be ineffective. We cannot expect to maintain national security through only humanitarian assistance. It is through our strength and dominance and the means that we have to deliver that we are able to gain access to those who need help, to assure our partners and allies that there is utility in our partnerships, and to, ultimately, defend our nation.

Within this balance between expanded and core capabilities, there is a second concern; one that has been exacerbated by the significant demand for our maritime security and humanitarian assistance/disaster relief capabilities.

That tension is best explained in what I will call the Parable of the Coke Machine. As many of you know in our Navy we put a great priority on the welfare and morale of our Sailors. And I also believe that it's important that we sample the attitudes and beliefs of our Sailors. And there was a ship in our Navy that was doing just that. The number one complaint was about the Coke machine. It was stocked with generic soda products and it was always full. But the crew kept complaining about the Coke Machine, so the Executive Officer called in the Supply Officer and asked, what was the story? And the supply officer said that when they put name-brands in such as Coke, Pepsi and Seven-up, it sold out in a flash and the crew just kept buying them and his people were constantly filling the machine. (laughter)

So for some in our Navy, the concern is that in having such a popular product, or capacity, the demand for it grow so much that it will overwhelm us all.

To them I say that the demand for our product is high because the nation needs us and we will work to service the Nation's interests from Maritime Security and humanitarian assistance/disaster relief all the way up to power projection and deterrence. We will continue to implement our strategy for the 21st century, and we will never complain that it is too much work to "restock the Coke machine!"

That said, however, unlike the Coke machine, we are not getting \$1.00 for every can we sell...and even if we did that would unfortunately be too little to resource the Navy.

As Sailors, as naval officers, we will never say that the work is too hard or too much for us...that is not in our nature.

But we are very busy on the waterfront and as I mentioned, the 15,000 Sailors on the ground answering the demand for our capabilities ... capabilities that we uniquely can offer. To continue to deliver those capabilities into the future, to cover the range of operations that are needed of our force, we must build our fleet to a number much greater than the 280 of today. To a fleet that has a floor of at least 313 ships.

There is no question as I mentioned this morning that it takes resources and money, and it will also take some very tough decisions...but they are decisions that must be made now, and they are decisions that quite frankly go beyond the Navy. Decisions the citizens of our maritime nation must address. There is hard work to do but it is the right work to do and with it comes unparalleled opportunity.

The international maritime community is coming together to protect what we all see as vital to our way of life and our security. Our combined strength and our ability to act convincingly in combat or with compassion when necessary will help to maintain a resilient peace for future generations.

I am excited for all the young officers and Sailors in the audience today and beyond, US and international. Such incredible opportunities are in your future, opportunities to defend our nations and shape global security. I envy you that responsibility.

I look forward to all your questions.

Thank you very much